

INTERNATIONAL SHOE CO.

MANUFACTURERS

1501-1505 Washington Avenue

St. Louis, Mo.

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NOVEMBER 30, 1925

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BOARDS  
988438  
1925



## OFFICERS

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JACKSON JOHNSON	Chairman of the Board
F. C. RAND	President
H. W. PETERS	Vice President
W. H. MOULTON	Vice President
HORTON WATKINS	Vice President
J. T. PETTUS	Vice President
C. D. P. HAMILTON	Vice President
THEODORE MORENO	Vice President
A. W. JOHNSON	Vice President
F. A. SUDHOLT	Treasurer
D. E. WOODS	Secretary
B. A. GRAY	Auditor
W. N. SITTON	Asst. Treasurer

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## DIRECTORS

B. A. GRAY	H. W. PETERS
H. R. GREEN	J. T. PETTUS
FRED HUME	F. C. RAND
H. S. JAMISON	C. REESE, JR.
P. B. JAMISON	W. L. SHAW
H. E. JENKINS	H. C. STRIBLING
A. W. JOHNSON	F. A. SUDHOLT
JACKSON JOHNSON	S. M. TIPTON
STANLEY KING	GRIFFIN WATKINS
T. MORENO	HORTON WATKINS
W. H. MOULTON	D. E. WOODS
E. H. PETERS	

ST. LOUIS, Mo., December 29th, 1925.

TO OUR STOCKHOLDERS:—

Financial report showing the results of the International Shoe Company's operations for the fiscal year ending November 30th, 1925, is enclosed herewith.

The Company's net sales to customers for the fiscal year ending November 30th, 1925, were \$114,265,987.93, an increase of \$4,025,336.66 in volume of shipments over 1924.

Our subsidiary plants (such as tanneries of sole leather and upper leather, carton and box factories, heel factories, chemical, rubber cement, etc.) produced during 1925, shoe materials and shoe supplies amounting to \$52,568,-846.83, which combined with our sales made an aggregate of \$166,834,834.76 business transacted.

Net earnings (after taxes) for the fiscal year were \$12,721,444.75.

Although our Goodwill, formerly carried on the books at \$12,750,000.00, represents one of the most valuable assets of the Company—the amount being a comparatively small part of expenditures made for publicity and sound business expansion during the past twenty-five years—you will note that the entire amount has been written off, and while the Goodwill is constantly increasing in value, it was decided by your Directors to eliminate all intangible values from the Balance Sheet.

All of the Company's physical properties were appraised by the American Appraisal Company as of April 30th, 1925. These assets are stated in the Balance Sheet at the net sound values, which represent the reproduction values of all properties less accumulated depreciation approximating 25%.

In our last Annual Letter, you were notified of the purchase of the Mark Twain Rubber Tire Plant at Hannibal, Missouri, for making Rubber Heels, and of the purchase of the Sole Leather Tannery at North Wilkesboro, North Carolina; and you were also notified that a shoe factory was in course of construction at Perryville, Missouri. All these plants began operations during the year and are now running smoothly.

Last July, the factory owned by The Bluff City Shoe Company at Hannibal, Missouri, was purchased. This plant is now producing about 3,500 pairs per day additional shoes of the popular type that have been made for years in our Hannibal Factory.

At Wood River, Illinois, a tannery is being erected to produce finished splits for our own consumption.

A Sheep Skin Tannery established at the Thirteenth & Mullanphy Streets building, St. Louis, has been in operation for the past four or five months.

Additional productive capacity following increased volume of sales has enabled the Company to produce 47,209,831 pairs of shoes during the fiscal year 1925—by far the largest annual output of any company at any time.

Since the International Shoe Company was incorporated, a substantial portion of the earnings each year has been placed in the surplus account. During 1925 our cash surplus had grown to a point that warranted the retirement of the 178,000 outstanding shares of 8% Preferred Stock. On December 1st all of the 8% Preferred Stock was retired at its callable price—\$115.00 per share; and in its place there were sold to our stockholders 100,000 shares of 6%

Preferred. This issue of 6% Preferred was over-subscribed by the stockholders of the Company. At no time has the Company ever offered any of its securities to the public; furthermore, the liquid condition of the Company and its ability to handle its finances on an exceptionally economical basis is shown by the fact that the entire amount of money necessary for the retirement of the 8% Preferred Stock was paid from funds of the Company, without the necessity of borrowing any money from any source.

The details of this change in the Company's capital structure follow:

Former 8% Cumulative Preferred Stock, 178,000 shares at par.....	\$17,800,000.00
Premium thereon of \$15.00 per share.....	2,670,000.00
Dividend due December 1, 1925 on 8% Preferred Stock..	89,000.00
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	20,559,000.00
Deduct new 6% Cumulative Preferred Stock issued— 100,000 shares at par.....	10,000,000.00
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Amount to be paid to stockholders in cash.....	10,559,000.00
Less amount paid to November 30, 1925.....	1,837,612.00
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Amount appropriated from cash on hand November 30, 1925 to complete retirement of 8% Preferred Stock \$	8,721,388.00
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On December 1st your Directors felt warranted in voting an increase in the annual dividend on Common Stock from \$5.00 to \$6.00 per share. Commencing January 1st, 1926, the increased dividend will be paid quarterly at the rate of \$1.50 per share. The retirement of the 8% Preferred Stock reduces the Preferred dividend requirements by \$824,000.00 annually, approximately offsetting the increase in Common dividends.

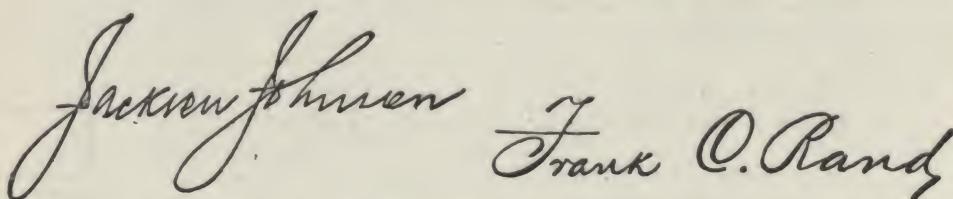
The Company is gratified to close 1925 with an increase of more than Four Million Dollars in shipments and with an aggregate volume larger than in any previous year.

It is our belief that in the long run the Company will be benefited by increasing its distribution, even at the sacrifice of some immediate profits.

Taken as a whole, the Company has made progress during the year and we look forward with confidence to continued growth and prosperity for 1926.

Respectfully submitted,

INTERNATIONAL SHOE COMPANY



The image shows two handwritten signatures. The signature on the left is "Jackson Johnson" and the signature on the right is "Frank O. Rand".

Chairman of Board.

President.

# INTERNATIONAL

GENERAL BA

(After giving effect to retirement on December 1, 1925 of 8%

As at Nove

## ASSETS

### CURRENT ASSETS:

Cash in Banks and On Hand November 30, 1925.....	\$ 10,444,047.35
Less—Amount appropriated to complete retirement of 8% Preferred Stock.....	8,721,388.00
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1,722,659.35

Accounts Receivable:

Customers, less Reserve for Discounts and Doubtful Accounts.....	\$ 19,103,488.76
Salesmen's Traveling Advances and Sundry Accounts.....	134,599.42
Notes Receivable.....	103,226.00

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19,341,314.18

### Inventories:

Manufactured Merchandise.....	11,517,324.93
Raw Materials, Merchandise in Process and Supplies.....	18,174,789.01
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29,692,113.94

50,756,087.47

Expenses Paid in Advance—Insurance, Premiums, Taxes and Other Deferred Charges to Operations..... 258,003.23

Investments in Stocks and Bonds of Other Companies..... 260,329.68

Physical Properties at Tanneries, Shoe Factories, Supply Departments and Sales Branches (Based on appraisal of American Appraisal Company, April 30, 1925):

Land and Water Rights.....	1,624,297.38
Buildings and Structures.....	18,770,849.02
Machinery and Equipment.....	13,794,615.44
Lasts, Patterns and Dies.....	1.00

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34,189,762.84

Less—Reserve for Depreciation..... 8,969,690.77

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25,220,072.07

Net Depreciated Sound Value of Physical Properties.....

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TOTAL..... \$ 76,494,492.45

# SHOE COMPANY

## BALANCE SHEET

Preferred Stock and issuance of new 6% Preferred Stock)

ber 30, 1925

### LIABILITIES

#### CURRENT LIABILITIES:

Accounts Payable for Merchandise, Expenses and Payrolls.....	\$ 3,293,331.47
Officers and Employees Balances and Deposits.....	775,024.45
<b>TOTAL.....</b>	<b>4,068,355.92</b>
Reserve for Income and other Taxes.....	2,250,000.00
<b>TOTAL CURRENT LIABILITIES.....</b>	<b>6,318,355.92</b>

#### CAPITAL STOCK:

##### Preferred 6% Cumulative:

Authorized—250,000 shares of \$100 each, whereof outstanding 100,000 shares.....	\$ 10,000,000.00
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##### Common Stock:

Authorized—1,400,000 shares without nominal or par value, whereof issued and outstanding 920,000 shares.....	<u>60,176,136.53</u>
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<b>TOTAL CAPITAL STOCK.....</b>	<b>70,176,136.53</b>
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Notes Payable Outstanding—None.

Contingent Liabilities—None.

<b>TOTAL.....</b>	<b><u>\$ 76,494,492.45</u></b>
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# INTERNATIONAL SHOE COMPANY

## INCOME ACCOUNT

For the year ended November 30, 1925

Net Sales of Shoes and Other Manufactured Merchandise, after deducting Returns and Allowances for Prepayments.....	\$114,265,987.93
Cost of Shoes and Merchandise Sold, after charging Operating Expenses, Depreciation (\$1,022,557.84) and Maintenance of Physical Properties; Selling, Administrative and Warehouse Expenses and Credit Losses;—Less Discounts on Purchases and Other Miscellaneous Earnings.....	99,671,577.58
Interest Charges on Notes Payable.....	Nil
NET EARNINGS.....	14,594,410.35
Provision for Income Taxes.....	1,872,965.60
NET INCOME FOR YEAR.....	<u><u>\$ 12,721,444.75</u></u>

## COMMON STOCK CAPITAL ACCOUNT

(After giving effect to Retirement of 8% Preferred Stock)

Net Income for year ended November 30, 1925.....	\$ 12,721,444.75
Deduct Dividends Paid:	
Preferred Stock—\$8.00 per Share.....	\$ 1,424,000.00
Common Stock—\$5.00 per Share.....	<u>4,600,000.00</u>
Excess of Net Income over Dividends.....	6,697,444.75
Equity of Common Stockholders at November 30, 1924 against which 920,000 shares without nominal or par value were outstanding.....	56,417,748.29
	<u>63,115,193.04</u>
Deduct:	
Premium paid on 8% Preferred Stock retired.....	2,670,000.00
Goodwill written off.....	<u>12,750,000.00</u>
	15,420,000.00
Less—Adjustment of Physical Properties to accord with Appraised Sound Values	<u>12,480,943.49</u>
	2,939,056.51
Equity of Common Stockholders (920,000 Shares) at December 1, 1925.....	<u><u>\$ 60,176,136.53</u></u>

PEAT, MARWICK, MITCHELL & Co.  
ACCOUNTANTS AND AUDITORS

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**CERTIFICATE OF AUDITORS**

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St. Louis, Mo., December 23, 1925.

We have audited the books and accounts of the International Shoe Company for the year ended November 30, 1925, and certify that the accompanying Balance Sheet and Income Account have been prepared therefrom and, in our opinion, correctly present the financial position of the Company at November 30, 1925 (after giving effect to the retirement, on December 1, 1925, of 178,000 shares of 8% Cumulative Preferred Stock and the issuance of 100,000 shares of 6% Cumulative Preferred Stock), and the results of its operations for the year ended on that date.

The cash and bank balances and securities owned have been verified by count or inspection or by certificates obtained from the depositories. We have satisfied ourselves that adequate provision has been made for doubtful accounts and notes receivable.

The quantities and valuation of the inventories of manufactured merchandise, raw materials, and supplies, prepared by the Company, have been certified to be correct by responsible officials. We have satisfied ourselves that the valuation was made on the basis of cost or market price, whichever was the lower.

All ascertained liabilities have been included in the accounts.

The physical properties are stated in accordance with the sound value thereof as determined by the American Appraisal Company as at April 30, 1925, plus subsequent additions at cost and after deduction of depreciation. Adequate charges against operations of the year under review have been made in respect of depreciation and maintenance of physical properties.

PEAT, MARWICK, MITCHELL & CO.

## SALES BRANCHES

### ST. LOUIS

Roberts, Johnson & Rand  
Peters  
Friedman-Shelby  
Shoe Specialty Manfg. Co.  
Continental Shoemakers

### NEW YORK

Morse & Rogers

### BOSTON

Hutchinson-Winch

### MANCHESTER, N. H.

Great Northern Shoe Co.  
Interstate Shoe Co.

## SHOE FACTORIES AND SUPPLY DEPARTMENTS

### MISSOURI

St. Louis  
Hickory St. & Mississippi Ave.  
Broadway, Cherokee St. & Lemp Ave.  
St. Louis & Jefferson Aves.  
Thirteenth & Mullanphy Sts.  
Twelfth & North Market Sts.  
Jefferson Ave. & Madison St.  
Glasgow Ave. & North Market St.  
3417 Locust St.  
1324 Washington Ave.  
Bland  
Cape Girardeau  
Chamois  
De Soto  
Hannibal  
Seventh & Collier Sts.  
Maple Ave. & Collier St.  
Hermann  
Higginsville  
Jackson  
Jefferson City  
Bolivar & McCarty Sts.  
Main & Linn Sts.  
Kirksville  
Marshall  
Mexico  
New Haven  
Perryville  
St. Charles  
St. Clair  
Sikeston  
Sullivan  
Sweet Springs  
Vandalia  
Washington

### ILLINOIS

Alton  
Belleville  
Chester  
Flora  
Jerseyville  
Mt. Vernon  
Olney  
Pittsfield  
Springfield  
Steeleville

### NEW HAMPSHIRE

Claremont  
Keene  
Manchester  
Central Plant  
Cohas Factory  
Eastside Factory  
Derryfield Factory  
Merrimack  
Nashua  
Newport  
Suncook

### KENTUCKY

Paducah

## TANNERIES

### ILLINOIS

South Wood River

### MISSOURI

St. Louis  
Thirteenth & Mullanphy Sts.

### NEW HAMPSHIRE

Manchester

### NORTH CAROLINA

Morganton  
North Wilkesboro

### PENNSYLVANIA

Mt. Jewett  
St. Marys



